

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Stevens Industries International Inc

Florida Manufacturing Extension Partnership

Stevens Industries Improves Customer Service and Productivity Through Lean Manufacturing Transformation for Counter Tops and Cabinet Line

Client Profile:

Stevens Industries is a leading provider of custom counter tops and cabinetry for the custom home industry. Headquartered in Naples, Florida, Stevens Industries employs approximately 65 people in two divisions: Naples and Fort Meyers. Stevens Industries mission is to be the premier provider of high quality, built-to-order counter and cabinet products that utilize our innovative design, quick turnaround manufacturing, and superior customer service.

Situation:

Stevens Industries recognized that in order to sustain its success in the industry and continue to improve the service for their customers, they must continually seek ways to provide the highest quality products in a timely manner. In conjunction with the company's continuous improvement objectives, Stevens made a decision to move into lean manufacturing transformation processes in order to reduce lead times, increase quality and productivity, and improve quality and service to its customers. Stevens sought the assistance of the Florida Manufacturing Extension Partnership (Florida MEP), a NIST MEP network affiliate, and partnered with them throughout the lean transformation.

Solution:

As an initial step in the process, Florida MEP worked with Stevens' management team in introducing the principles of lean manufacturing to key employees by presenting a TimeWise Lean 101 workshop thereby providing all team members with the knowledge and necessary tools to advance to the next stage of lean transformation. Stevens then moved on with a Computerized Process Model of their counter top shop in Fort Meyers to evaluate the process in their counter top facility. A value stream map was then created for the Cabinet Manufacturing line, which resulted in a Kaizen event and a 5S-implementation process. The Stevens' Lean Team implemented the basics of lean (5S's, standardized work, quality at the source, pull/kanban systems). Equipment was relocated, new material handling carts were designed and built, and the entire area was converted, creating an efficient flow-balanced work cell, including a Kanban material replenishment pull system.

Results:

- * Reduced throughput time by 25 percent.
- * Increased production capacity by 30 percent.
- * Reduced product travel distance by 70 percent.
- * Reduced factory floor space by 25 percent.

Testimonial:

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"The Stevens Management Team decided to utilize a 'Lean Transformation' to further improve its operation and customer satisfaction. To complete this transformation in the most cost effective manner, Stevens contacted the Florida MEP for some Lean guidance. A major benefit of this effort has been the direct involvement of our operators in the various activities, which has really gone a long way in driving ownership of the improvements at the shop floor level." Stevens is in the process of relocating some of its processes to consolidate the operation. We will utilize the Lean Process into our new facility which, again will prove beneficial to the overall operation. The Florida MEP was very flexible in dealing with the specific needs of Stevens Industries in their training and implementation."

Scott Stevens, General Manager